



G R E S H A M
S M I T H A N D
P A R T N E R S

March 24, 2010

Ms. Leslie Goldsmith
Iowa Department of Natural Resources
Wallace State Office Building
502 East Ninth Street
Des Moines, IA 50319

**Subject: EMS Pilot Program
 Progress Report for SWAP Advisory Council**

Dear Ms. Goldsmith:

Gresham, Smith and Partners (GS&P) has prepared this report to update the SWAP Advisory Council on the progress made on the Environmental Management System Pilot Program through March 5, 2010.

1. Assignments from Council

- a) GS&P provided feedback to Council regarding greenhouse gas inventory software and EMS tracking software.
- b) GS&P attended the Council Meeting on February 18, 2010. GS&P prepared and delivered a presentation to Council regarding the status of Pilots' EMS development efforts, hurdles and accomplishments.
- c) GS&P began drafting components of the GS&P Final Report and the Pilots Annual Report.

2. Pilot Progress

- a) GS&P conducted monthly conference calls with the Pilots on February 12, 17 and 19, 2010.
- b) Each Pilot posted Action Plans for their Objectives and Targets by February 24, 2010. The Action Plans are the individual steps that need to be taken to achieve the Objectives and Targets. The Action Plans include assignment of staff responsibilities and due dates.
- c) Three Pilot Site Visits are planned for March and two are planned for April.
- d) Pilots are now working on developing the Legal and Other Requirements List and the Activities and Environmental Impacts lists. The Legal and Other

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Requirements List is a listing of the environmental and health and safety legal requirements affecting their operation, as well as voluntary commitments subscribed to such as EPA's Energy Star Program. The Activities and Environmental Impacts list includes identification of activities within the fenceline of the EMS and they associated environmental impact. The Pilots will then develop a process to rank these environmental impacts from highest to lowest importance. The highest ranking environmental impacts are considered Significant Impacts.

- e) The following assignments were made:

Task	Deliverable	Due Date
Identify Legal and Other Requirements	Legal and Other Requirements List	04/01/10
Identify Environmental Activities and Impacts	Impacts List (including Significant Impacts)	04/22/10
Quarterly Meeting	Attendance	04/27/10

3. Accomplishments and Hurdles

- a) GS&P continued to provide EMS resources and example materials through the project website. Pilots used the website to communicate, find resources and upload their deliverables.
- b) To date, all Pilots have uploaded all the required homework assignments.
- c) Some Pilots recommended Council develop a "Decisions Calendar" to communicate about pending approvals in the coming months which may affect Pilot progress, such as funding group projects, annual reporting content, and EMS designation criteria.

4. Lessons Learned and Noteworthy Experiences

- a) Objectives and targets should be developed to encourage measurable environmental improvements. Council expects progress to be made in all six plan component areas, documented by either accomplishing the objective or showing completed tasks toward that end. Council expects that the level of effort will not be equal for each of the plan component areas every year. Council also expects that Pilots may choose to focus more on some components one year and others the next.
- b) Objectives and targets should be set for short and longer terms. Some may be accomplishable within the Pilot year. Others may require three to five year plans. The action plans associated with longer term objectives and targets should have



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accomplishable tasks for each year to demonstrate progress.

- c) Many Pilots lack baseline data for setting objectives and targets, which is not unusual in the developmental stages of an EMS. Many Pilots are setting objectives to acquire baseline data.
- d) Some Pilots were able to develop Action Plans which integrated with existing work plans.
- e) One Pilot suggested incorporating monitoring procedures into the action planning process, since metrics were developed for the action plan. This advanced planning allows the Pilot to prepare feasible methods for data collection.
- f) One Pilot has assigned staff to develop Activities and Impacts Lists from their daily duties. The staff will meet with the EMS Core Team to compile the list. Involving staff in this process has a secondary benefit of EMS training and awareness for the organization's employees.

5. Problems, Schedule Impacts and Other Significant Issues

- a) None to report.

Please contact me if you have any questions regarding this report or the services described herein.

Sincerely,

Laura Fiffick, P.G.
Project Manager

Gresham, Smith and Partners

Copy Sara Bixby—Council
 Becky Jolly – Iowa DNR
 Tom Dietrich—GS&P